

Enterprise Resource Planning



Department Description

The Enterprise Resource Planning Department was created to provide a support structure for the City's Enterprise Resource Planning (ERP) system.

The ERP system consolidates a wide range of financial, logistics, and human resource functions into a single integrated system. Operational use of the ERP system marks a new era in the City by replacing a collection of custom-built, non-integrated software applications with an enterprise-wide, commercial off-the-shelf (COTS), integrated software solution which will be the foundation for the City's core business processes for many years to come.

The Department is based on the Business Application Competency Center (BACC) model. The administrative, functional, development, and technical resources required for ongoing operations and maintenance are co-located in the same facility dedicated to supporting the enterprise-wide suite of Systems Applications and Products in Data Processing (SAP) applications. This is an industry-proven model for providing high quality and cost-effective support.

The Department's mission is:

To provide the highest quality ERP support services in order to maximize the efficiency of City operations, enable the delivery of business processes, and enhance the quality of services

Goals and Objectives

The following goals and objectives represent the action plan for the Department:

Goal 1: Provide exceptional customer service

The Department will move toward accomplishing this goal by focusing on the following objectives:

- Provide accurate and timely response to user requests
- Provide SAP knowledge empowerment to stakeholders

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Goal 2: Increase business value from the City's ERP

The Department will move toward accomplishing this goal by focusing on the following objective:

- Enable process improvement

Goal 3: Create and maintain a sustainable, business-focused organization

The Department will move toward accomplishing this goal by focusing on the following objectives:

- Identify and use a governance framework to provide strategic direction and prioritization of ERP initiatives
- Implement best practices for SAP support

Goal 4: Develop and maintain a skilled technical and functional workforce

The Department will move toward accomplishing this goal by focusing on the following objective:

- Recruit and retain skilled technical and functional staff

Service Efforts and Accomplishments

During Fiscal Year 2011, the Enterprise Resource Planning Department continued to manage and implement the City's ERP system. Major projects and initiatives accomplished or in progress during Fiscal Year 2011 include:

- Public Budget Formulation 'Go Live' (November 2010)
- Implementation of SAP Enhancement Pack 4 (December 2010)
- Business Warehouse Update (September 2010)
- Benefits Open Enrollment 'Go Live' (June-July 2010)
- Citywide training provided to 900 City staff (2010)

Key Performance Indicators

Performance Measure	Actual FY2010	Actual FY2011
1. Percent of staff with professional certifications	46%	50%
2. Percent of work requests completed on schedule	N/A ¹	89%

¹ This performance measure was not in place prior to Fiscal Year 2011.

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Department Summary

	FY2011 Budget	FY2012 Adopted	FY2011–2012 Change
Positions	19.00	20.00	1.00
Personnel Expenditures	\$ 2,590,420	\$ 2,910,295	\$ 319,875
Non-Personnel Expenditures	14,694,243	18,332,498	3,638,255
Total Department Expenditures	\$ 17,284,663	\$ 21,242,793	\$ 3,958,130
Total Department Revenue	\$ 17,284,663	\$ 21,250,474	\$ 3,965,811

Note: The name of this department changed from OneSD Support to Enterprise Resource Planning in Fiscal Year 2012.

OneSD Support Fund

Department Expenditures

	FY2011 Budget	FY2012 Adopted	FY2011–2012 Change
Enterprise Resource Planning	\$ 17,284,663	\$ 21,242,793	\$ 3,958,130
Total	\$ 17,284,663	\$ 21,242,793	\$ 3,958,130

Department Personnel

	FY2011 Budget	FY2012 Adopted	FY2011–2012 Change
Enterprise Resource Planning	19.00	20.00	1.00
Total	19.00	20.00	1.00

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Equipment/Support for Information Technology Funding allocated according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00	\$ 10,957,928	\$ -
Non-Discretionary Adjustment Total expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	7,160,418	-
Addition of Program Managers Addition of 3.00 Program Managers based on applicable job duties and descriptions. These positions are responsible for overseeing Citywide support of the ERP system.	3.00	596,379	-
Enterprise Asset Management (EAM) Transfer Transfer of 1.00 Program Manager and 1.00 Assistant Engineer-Civil from the Transportation & Storm Water Department to more effectively manage the City's asset management information technology systems.	2.00	295,845	-
Reduction of Accountant 4s Reduction of 2.00 Accountant 4s who no longer perform system duties required by the department.	(2.00)	(300,904)	-

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Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
IT Sourcing Strategy Restructure	(2.00)	(292,449)	-
Adjustment reflects the transfer of 2.00 Program Managers to the Department of Information Technology as a result of the IT Sourcing Strategy Restructure.			
Revised Revenue	0.00	-	3,965,811
Adjustment to reflect Fiscal Year 2012 revenue projections.			
Total	1.00	\$ 18,706,666	\$ 3,965,811

Expenditures by Category

	FY2011 Budget	FY2012 Adopted	FY2011-2012 Change
PERSONNEL			
Salaries and Wages	\$ 1,701,176	\$ 1,814,222	\$ 113,046
Fringe Benefits	889,244	1,096,073	206,829
PERSONNEL SUBTOTAL	\$ 2,590,420	\$ 2,910,295	\$ 319,875
NON-PERSONNEL			
Supplies	\$ 4,400	\$ 17,500	\$ 13,100
Contracts	133,052	405,284	272,232
Information Technology	8,325,113	10,957,928	2,632,815
Energy and Utilities	17,255	18,469	1,214
Other	65,019	834,166	769,147
Capital Expenditures	60,000	60,000	-
Debt	6,089,404	6,039,151	(50,253)
NON-PERSONNEL SUBTOTAL	\$ 14,694,243	\$ 18,332,498	\$ 3,638,255
Total	\$ 17,284,663	\$ 21,242,793	\$ 3,958,130

Revenues by Category

	FY2011 Budget	FY2012 Adopted	FY2011-2012 Change
Charges for Current Services	\$ 7,138,566	\$ 7,138,566	\$ -
Other Financial Sources (Uses)	10,146,097	14,111,908	3,965,811
Total	\$ 17,284,663	\$ 21,250,474	\$ 3,965,811

Personnel Expenditures

Job Number	Job Class	Job Title / Wages	FY2011 Budget	FY2012 Adopted	Salary Range	Total
Salaries and Wages						
20000102	1183	Accountant 4	2.00	0.00	\$66,768 - \$88,982	\$ -
20000070	1153	Assistant Engineer-Civil	0.00	1.00	57,866 - 69,722	70,071
20001247	1022	Business Systems Analyst 2	2.00	2.00	59,467 - 71,864	126,080
20001246	1021	Business Systems Analyst 3	3.00	3.00	65,416 - 79,061	142,105
20001101	2132	Department Director	1.00	1.00	59,155 - 224,099	132,001
20001261	1243B	Information Systems Administrator	3.00	3.00	73,466 - 88,982	220,398
20001222	2270	Program Manager	7.00	9.00	46,966 - 172,744	1,045,103
20000970	1917	Supervising Management Analyst	1.00	1.00	66,768 - 80,891	78,464
Salaries and Wages Subtotal			19.00	20.00		\$ 1,814,222

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Personnel Expenditures (Cont'd)

Job Number	Job Class	Job Title / Wages	FY2011 Budget	FY2012 Adopted	Salary Range	Total
Fringe Benefits						
		Employee Offset Savings			\$	53,687
		Flexible Benefits				203,118
		Long-Term Disability				10,994
		Medicare				26,620
		Other Post-Employment Benefits				115,547
		Retiree Medical Trust				810
		Retirement 401 Plan				3,241
		Retirement ARC				591,174
		Retirement DROP				3,202
		Retirement Offset Contribution				279
		Risk Management Administration				19,112
		Supplemental Pension Savings Plan				43,262
		Unemployment Insurance				6,666
		Workers' Compensation				18,361
Fringe Benefits Subtotal						\$ 1,096,073
Total Personnel Expenditures						\$ 2,910,295

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Revenue and Expense Statement (Non-General Fund)

OneSD Support Fund	FY2011 Budget*		FY2012 Adopted	
BEGINNING BALANCE AND RESERVES				
Balance from Prior Year	\$	—	\$	615,399
TOTAL BALANCE AND RESERVES	\$	—	\$	615,399
REVENUE				
Services to the General Fund	\$	10,146,097	\$	8,882,182
Services to Other Funds		7,138,566		12,368,292
TOTAL REVENUE	\$	17,284,663	\$	21,250,474
TOTAL BALANCE, RESERVES, AND REVENUE	\$	17,284,663	\$	21,865,873
OPERATING EXPENSE				
Personnel Expense	\$	2,590,420	\$	2,910,295
Non-Personnel Expense		14,694,243		18,332,498
TOTAL OPERATING EXPENSE	\$	17,284,663	\$	21,242,793
TOTAL EXPENSE	\$	17,284,663	\$	21,242,793
BALANCE	\$	—	\$	623,080
TOTAL BALANCE, RESERVES, AND EXPENSE	\$	17,284,663	\$	21,865,873

* At the time of publication, audited financial statements for Fiscal Years 2010 and 2011 were not available. Therefore, the Fiscal Year 2011 column reflects final budget amounts from the Fiscal Year 2011 Adopted Budget. As such, current fiscal year balances and reserves are estimates of carryover from the previous fiscal year.